

Human Resources Metrics CCH Board of Directors

Barbara Pryor
Chief Human Resources Officer

April 16, 2019



COOK COUNTY
HEALTH

Cook County Health



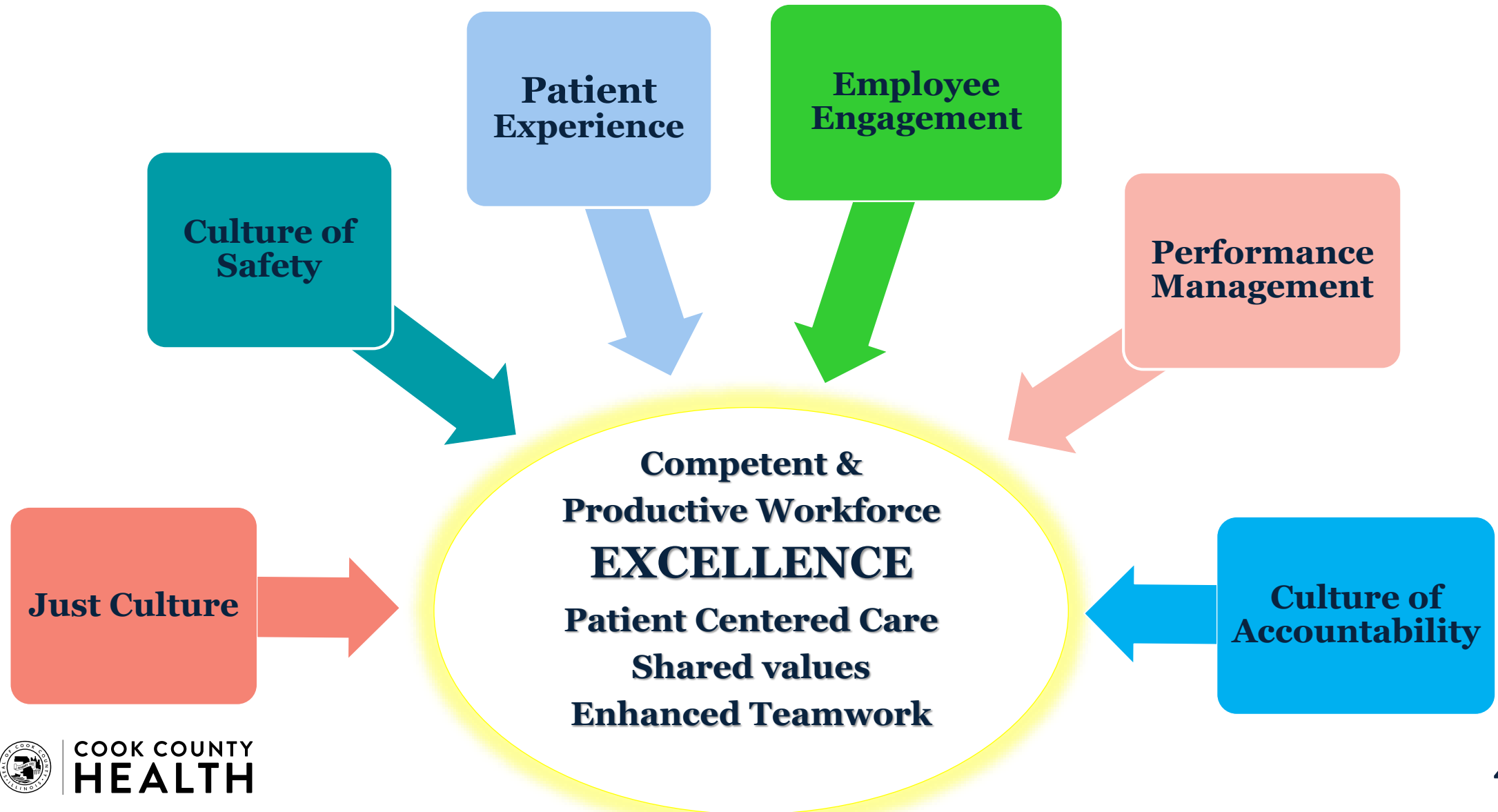
2018 Employee Engagement Survey Overview



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Impact 2020

Cook County Health Strategy for Culture Change



Employee Engagement Survey

How Did We Get Here?

Where Are We Now?

Survey Administered	January 2011	October 2018
Administered:	PricewaterhouseCoopers (PwC)	Press Ganey
Methodology:	Online	Online
Survey Design:		
• Close-ended items	50	102
• Response Scale	5 Point Likert Agreement	5 Point Likert Agreement
• Open-ended question	1 Open-ended question	2 Open-ended question
Response Rate:	41%	52%
Employee Participation:	2,807*	3,094
Employee Engagement Score:	3.92	3.80
Overall Agree Score:	54% (below target)	-
Intent to Stay:	87% (above target)	-
Nat'l HC Avg. Percentile	-	5th
Natl Safety Net Hospital Avg. Percentile	-	9th

*Contractors

2018 Press Ganey Results

Highest Performing Items vs. Natl HC Avg.

				Difference from:	
Item	Domain	2018 CCHHS	% Unfav	Natl HC Avg	Natl Safety Net Hosp. Avg
19. I am satisfied with my benefits .	ORG	3.87	10%	+.17	+.29

2018 Press Ganey Results

Lowest Performing Items vs. Natl HC Avg.

				Difference from:	
<u>Item</u>	<u>Domain</u>	<u>2018 CCHHS</u>	<u>% Unfav</u>	<u>Natl HC Avg</u>	<u>Natl Safety Net Hosp. Avg</u>
41. This organization provides career development opportunities.	ORG	3.09	32%	-.72	-.69
45. I get the tools and resources I need to provide the best care/service for our clients/patients.	ORG	3.28	26%	-.68	-.58
29. This organization treats employees with respect .	ORG	3.32	22%	-.64	-.51
26. This organization makes employees in my work unit want to go above and beyond .	EMP	3.00	35%	-.61	-.46
12. There is a climate of trust within my work unit.	EMP	3.27	27%	-.57	-.45



2018 Open -Ended Question Results

Q1: Three suggestions to improve the hospital/ your job?

(431 responses)

1. Open lines of communication (15% of comments)

- Increased transparency between management and staff.
- Transparency in communication with senior management.
- More communication and action from management on how to help our community.
- Provide adequate information to staff regarding department objectives.

2. Provide opportunities for learning & career development (12%)

- Continuing education for nurses.
- Learning opportunities.
- Better training.

3. Respect/listen to / recognize employees (10%)

- Respect from upper management.
- Listen to what others have to say.
- Involve staff in decision making.
- I would like senior management to ask for direct input from frontline employees when considering workflow changes.

Q2: I am encouraged/excited about...

(375 responses)

1. My job (15% of comments)

- My job.
- My work.
- Being in the position that I am in.
- Getting to work to make a difference.

2. Quality patient care and services (15%)

- Client satisfaction.
- I treat each patient as if they were a member of my own family.
- Making sure the patient comes first.
- Care integration and quality.

3. Upcoming changes & future plans (14%)

- Changes to come.
- Forthcoming changes.
- All the changes at CCHHS.

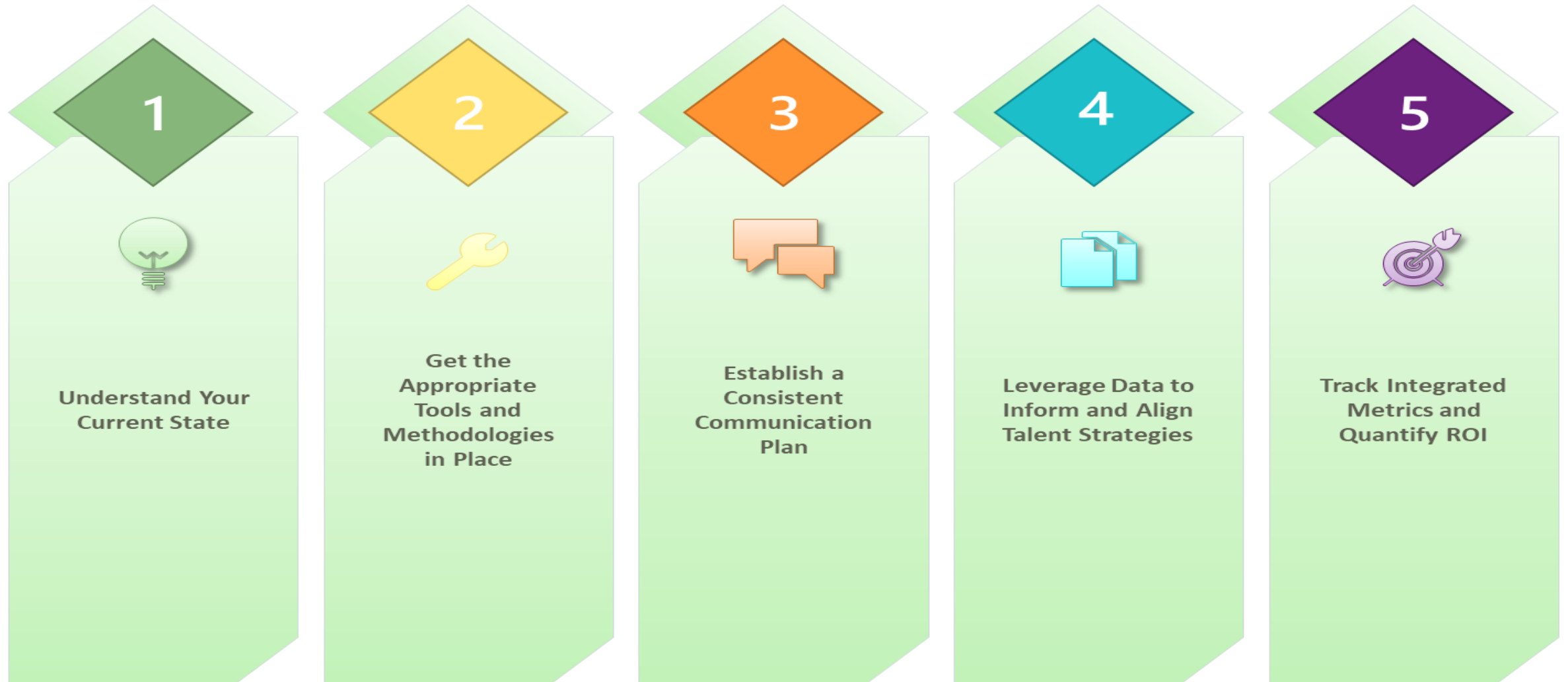




Next Steps



5 Steps to Drive an Engagement Strategy



Operationalized Action Plan

3 Key Survey Themes:

IDENTIFY SURVEY THEME

CONSISTENCY
IS



08bucksocial

Communication

Training Opportunities



Employee Recognition



IMPLEMENT & EVALUATE



Prepare

Implement



Engage



Evaluate



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ENGAGEMENT COMMITTEE

Beena Peters - Chief Nursing Officer
Barbara Pryor – Chief Human Resources Officer
Dr. Ron Wyatt – Chief Quality Officer

Metrics



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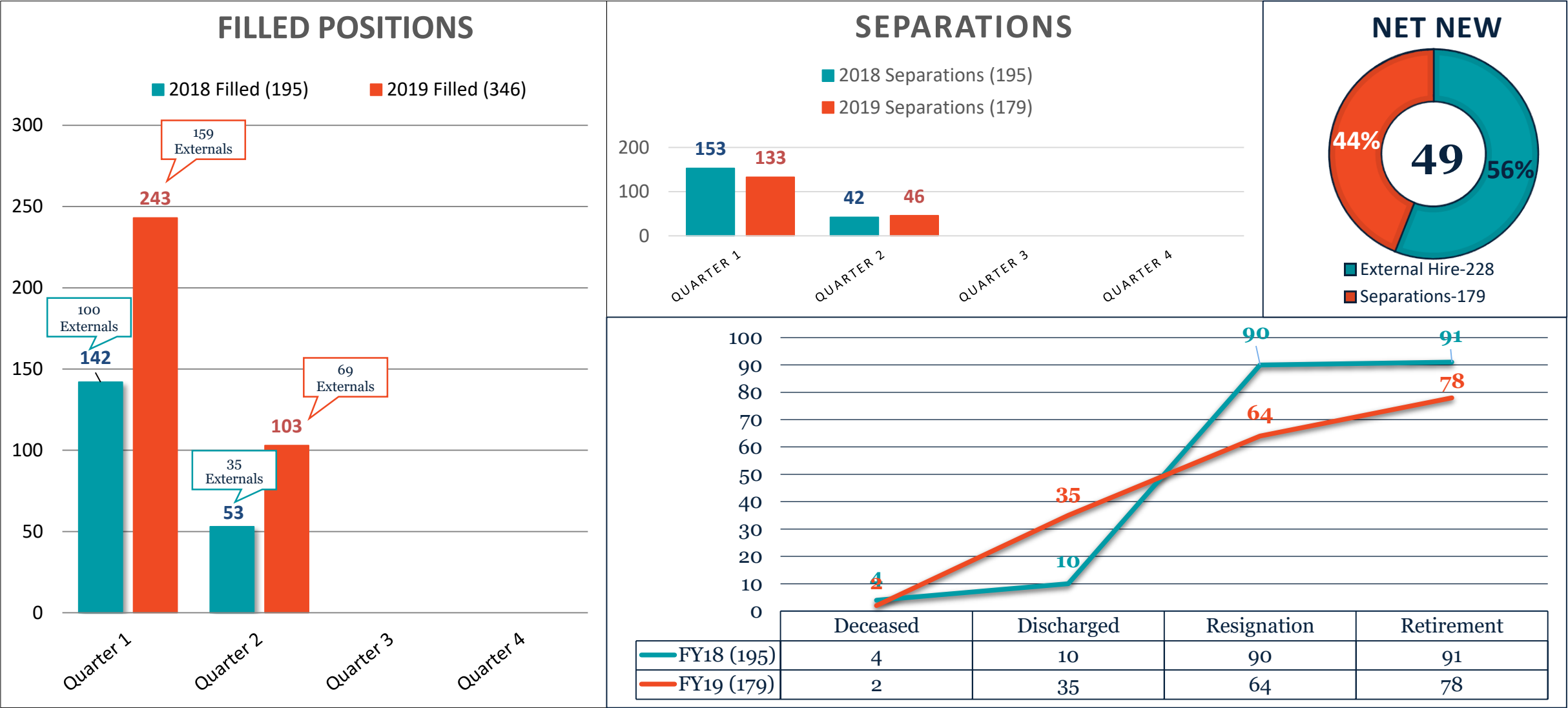
HR Performance Data

FY19 Position Status	Count
Fiscal Year 2019 Approved Positions:	7,265
Vacant Positions:	1,205
# of Positions in Process:	849



CCH HR Activity Report

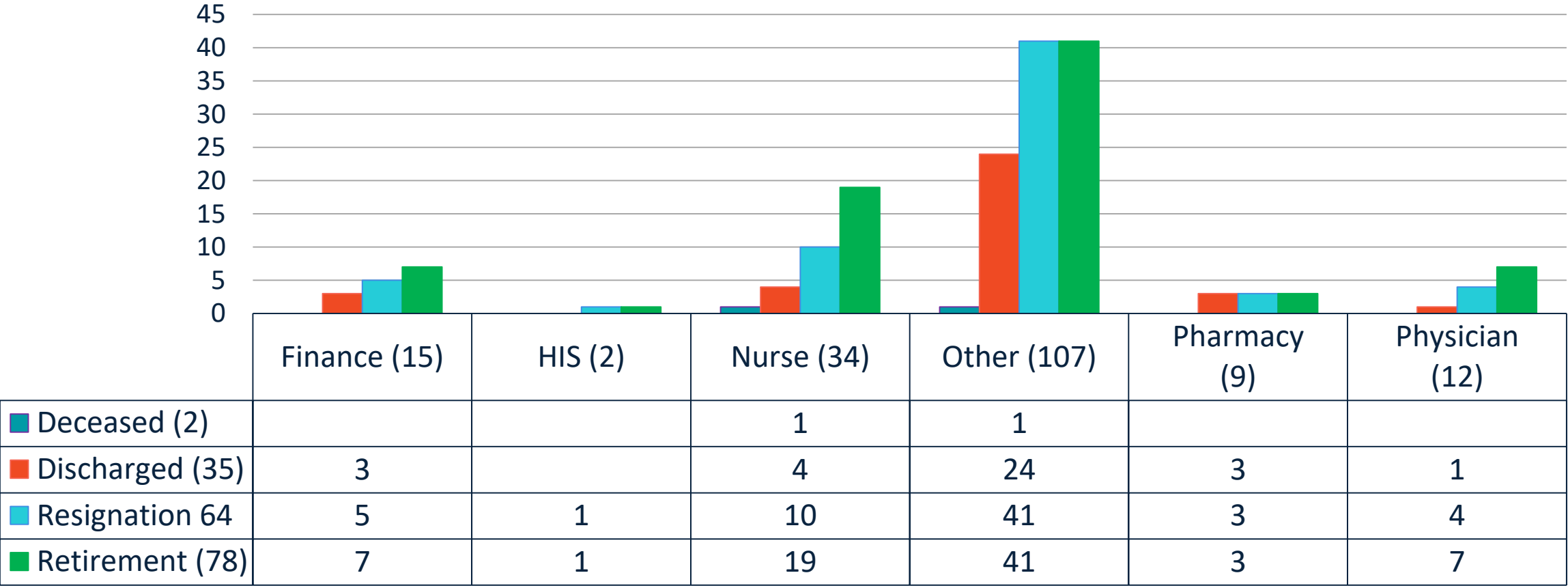
Thru 03/31/2019



CCH HR Activity Report

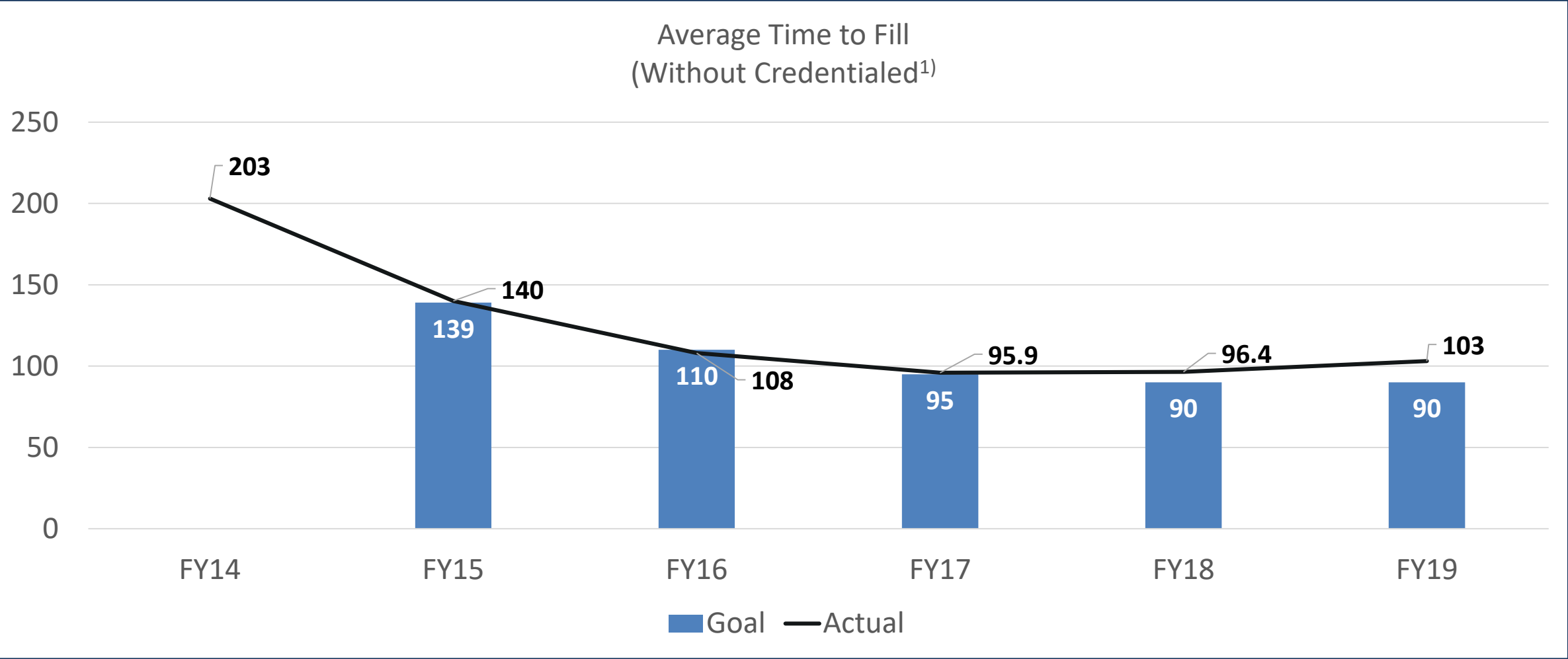
Thru 03/31/2019

SEPARATIONS BY CLASSIFICATION - 179



CCH HR Activity Report – Open Vacancies

Improve/Reduce Average Time to Hire*



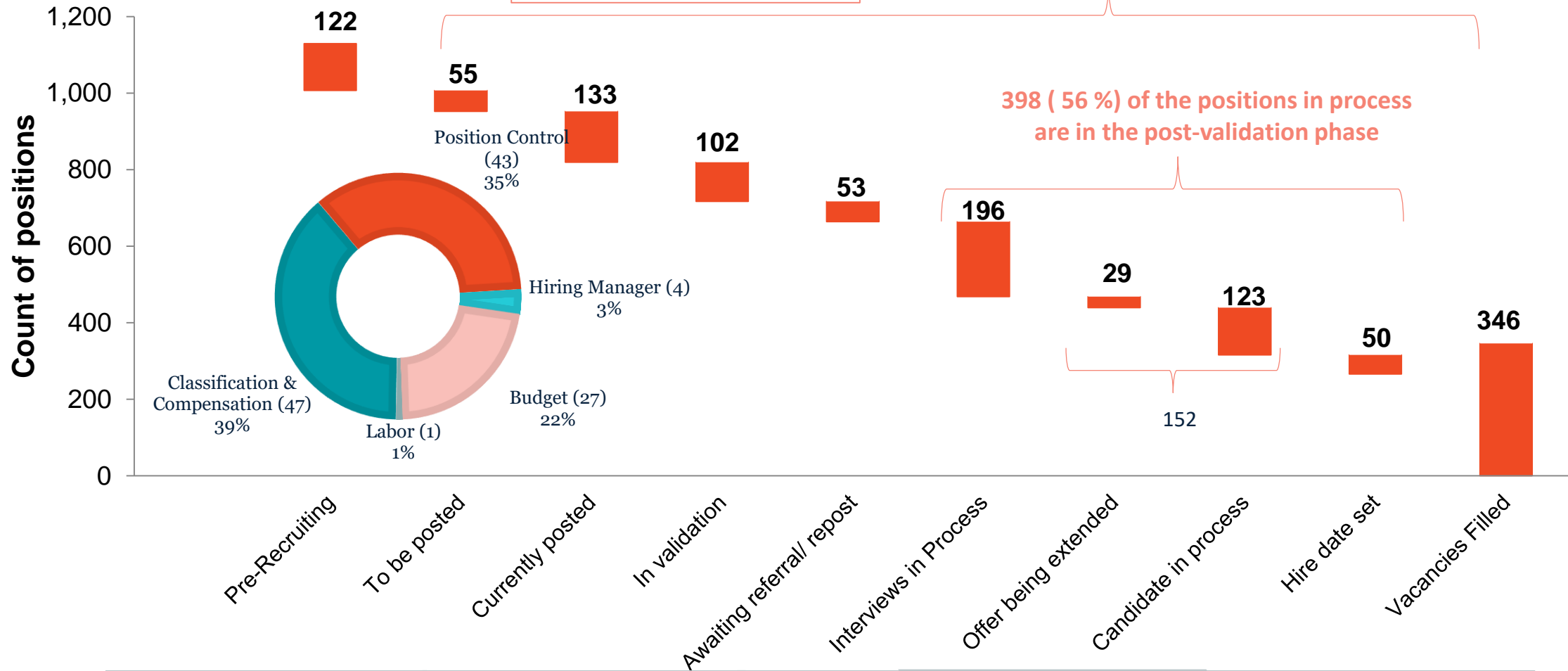
¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

CCH HR Activity Report – Hiring Snapshot

Thru 03/31/2019

Clinical Positions – 503 / 69%
Non-Clinical Positions – 224 / 31%

727 Positions in Recruitment



Shared Responsibility

Human Resources

Management

Human Resources

Shared Responsibility



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Budget / Position Control 122 + Recruitment 727 = 849 Positions in Process

Thank you.



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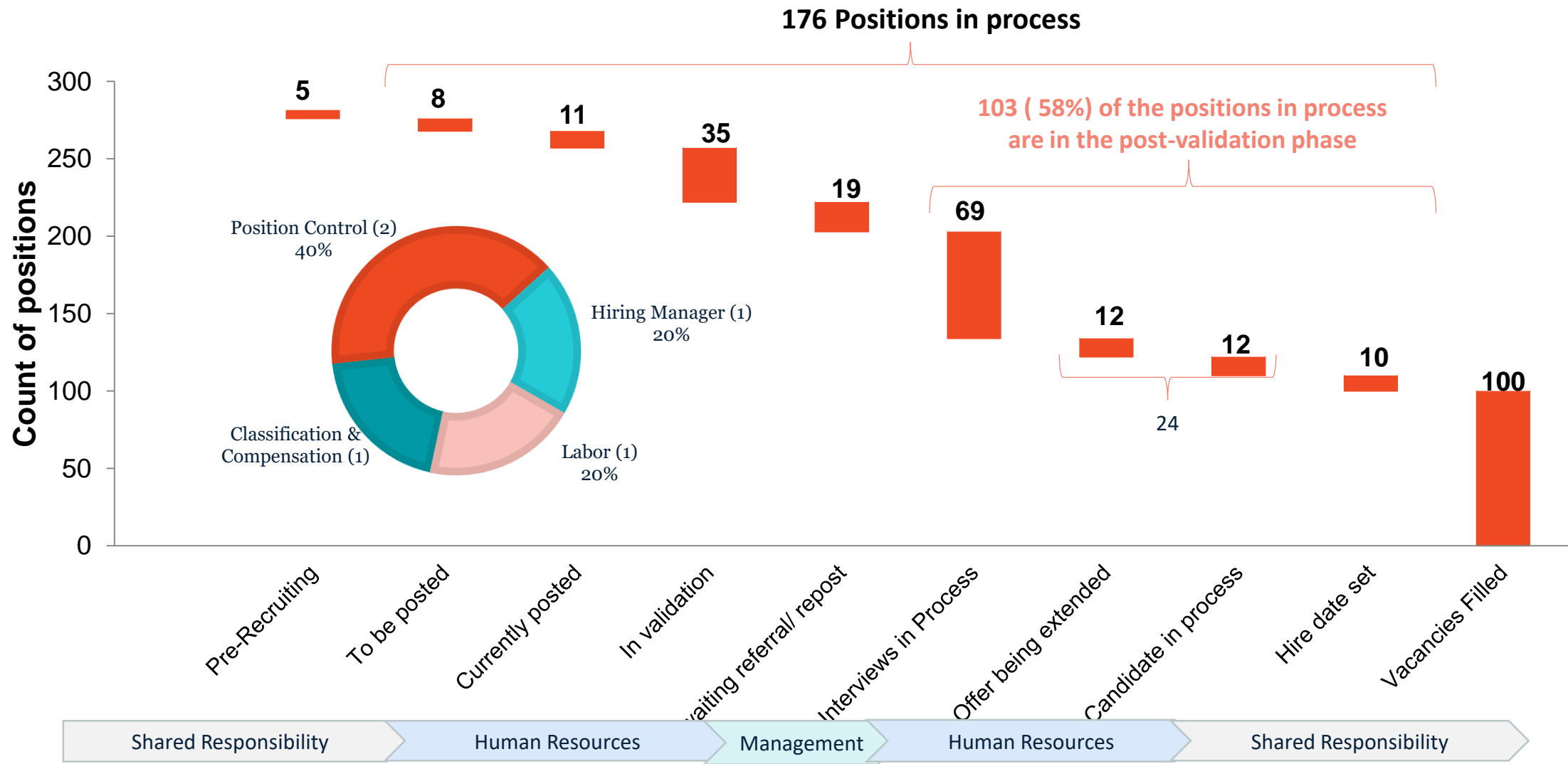
Appendix



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CCH HR Activity Report – Nursing Hiring Snapshot

Thru 03/31/2019



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181 Positions in Process

CCH HR Activity Report – Finance Hiring Snapshot

Thru 3/31/ 2019

